

## Instagram Marketing Activities Of A Fast Fashion Brand In Response To Covid-19 Pandemic

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**Abstract:** This research is rooted from the phenomenon of the existence of social media as business platforms that many businesses adopt nowadays in order to communicate and interact with their customers. Social media marketing facilitates the sharing of information between consumers and organizations in social media. Instagram is a social media application that has been adopted widely by businesses, including by fashion brands. Yet, until recently there are limited knowledge and studies available about how fashion brands implement their marketing activities through social media during the Covid-19 pandemic, particularly on Instagram. Fast-fashion is one major segment of fashion industry currently. This research aims to explore how fast-fashion brands conduct their social media marketing strategies during the Covid-19 pandemic time and how they differ compared to before the pandemic. Thus, this research uses a single case study approach through a case of a global fast-fashion brand that conducts its activities and establish social media accounts in Indonesian market. The findings of this study show significant difference of social media marketing activities conducted by the brand on its Instagram brand community before the pandemic and during the pandemic that may give valuable insights for fashion businesses and theory development in social media marketing

**Keywords:** Covid-19, fast-fashion, fashion brand, marketing strategy, social media content analysis, social media marketing

### 1. Introduction

Today we have entered an era where the role of information and digital technology is increasingly inseparable from various aspects of life. Digital existence becomes a fundamental thing for both individuals, governments and business entities. Digital connectivity that offers convenience in information exchange makes the internet a promising and prospective platform especially for businesses. Based on a report from Internet World Stats, the number of internet users worldwide as of September 2020 has reached 4.9 billion and 51.8% are from Asia (Internet World Stats, 2020) thus showing that the penetration process of digital technology in Asia has grown rapidly with growth reaching 9.2% (We Are Social, 2020). One aspect of digital technology that is experiencing significant growth is social media. Social media provides opportunities for businesses to be able to establish closer relationships with customers and potential customers (Drury, 2008).

Indonesia has one of the largest digital audiences in the world. Based on data from We Are Social, as many as 160 million internet users in Indonesia are active social media users where 94% of these users use smartphones to access social media platforms. Indonesian social media users are not only large, but also active. The average Indonesian spends 3 hours 26 minutes logging into social media every day. By comparison, the global average is 2 hours 22 minutes. This is good news for Indonesia business who plan to market their product through social media. The presence of social media brings the distance between a company and its customers closer, and companies that do not handle social media well can be at risk of losing their customers.

Instagram is one of popular social media applications, including in Indonesia. Launched in 2010, Instagram user communicates by sharing photos and writing messages through the comments field on the photo. Social media marketing (SMM) facilitates the exchange of information between consumers and organizations in social media (Tuten & Solomon, 2015). The use of social media for marketing purposes among fashion companies or brands has become commonplace. Social media can be the perfect tool for fashion brands and consumers to engage online and to reflect their styles because social media captures the growing trend in fashion perfectly (McCrea, 2013).

In the beginning of 2020, an outbreak of the new coronavirus disease (Covid-19) resulted in a global pandemic. The Covid-19 pandemic since then has fundamentally changed the world. Consumers attitudes, behaviors and purchasing habits are changing, and many of these new ways are foreseen to be remain in post-pandemic. Consumers are shopping more consciously, buying local and are starting to embrace digital commerce (Accenture, 2020). A report finds that online sales grew by 36% in 2020, which is the highest growth seen in 13 years; This is in contrast to overall retail sales, which fell by 0.13%, marking the lowest annual growth figure for

25 years (Gilliland, 2021). Thus, it is likely that e-commerce will continue to boom in 2021. Most of 2020's retail growth was driven by reactive multichannel retailers, who were able to meet the shift in demand to online channels. For instance, Boohoo, one fast-fashion retailer, saw its sales rose 40% during the four months to the end of December 2020. Boohoo has further capitalised on the demand for online shopping, regularly promoting new and in-demand categories and using influencer marketing to appeal to a young and digitally-savvy target market (Gilliland, 2021).

Fast-fashion provides the latest fashion trends through the best price response to consumer needs (Barnes, 2013). It is one of the biggest segments in fashion industry nowadays. Considering the importance of digital commerce and marketing especially since the Covid-19 pandemic, studies related with social media marketing activities during Covid-19 pandemic are necessary in order for fast-fashion marketers to understand the customers' needs and behavior. Besides, failing to capitalise the online shopping behavior may result fast-fashion retailers in losing the sales opportunities (Gilliland, 2021). Despite the surge of fast-fashion retailers that are going digital since the Covid-19 pandemic, there has been no academic studies on how actually fast-fashion brands conduct their social media marketing activities.

With the above reasons, this research has the purpose to study how a fast-fashion brand conducts its social media marketing activities as manifestation of their digital and social media marketing strategies. The objective of the study is to investigate how a fast-fashion brand conducts its social media marketing activities before the Covid-19 pandemic and during the Covid-19 pandemic.

The remain of this paper will discuss the results of the literature review with the foundation of the theoretical framework. Then, it continues with the research design that utilizes a qualitative approach via a single case study of a fast-fashion brand with the population of its Instagram community. Results are then presented with discussion of the findings. Final section will conclude the research along with the research implications for theory and practice.

## **2. Literature Review**

### **2.1. Related Works**

Social media marketing activities are considered capable of creating feedback from customers and creating engagement or so-called social media engagement. There is still a few of research and theories that discuss the involvement of social media in Indonesia. Previous research about social media involvement discussed more in the field of hospitality such as research from Aydin (2019) and Asperen et al. (2017). Various empirical studies have been conducted by researchers such as Li and Xie (2019), Gangi & Wasko (2016), Simon & Tossan (2018), and several others, but the studies did not comprehensively identify the social media marketing actions conducted nor the suitability between social media marketing activities and social media engagement. Another similar study conducted by Khan (2017) with Youtube as the object of the research.

In another study conducted by Oliveira and Fernandes (2020) and Pentina et al. (2018) discussed the involvement of social media and its relation to luxury brands. Research shows that consumers feel more engaged with their favorite luxury brands, as they reflect the personality, trust and social status that consumers want to convey to others. This will make them feel more attached to the brand. Social media marketing activities are considered capable of creating feedback from customers and creating engagement or so-called social media engagement. Therefore, this research conducted by adjusting the research concept of Ananda et al. (2017) and Ananda et al. (2019) by looking at the social media marketing activities conducted by fast fashion brands.

### **2.2. Fashion**

Fashion is culture. It represents the social status and development of the community. Nowadays the parameters of one's taste and aesthetics can be seen from one's fashion level. It is also a quality standard for society to assess a person's characteristics, level of education, karma and level of knowledge (Kho et al., 2013). Fashion tends to rely more on context, which means that the same can be explained in different ways by different consumers and different situations. Therefore, there is no definite meaning, but translators are free to interpret it.

### **2.3. Fast-Fashion**

Nowadays fast-fashion companies have experienced tremendous growth. The expansion of the fast-fashion retailer is remarkable. Fast-fashion is still a key factor in the success of fashion retail, and fast-fashion has become a key strategy for fashion retailers in the global fashion industry (Gabrielli et al., 2013). The target market for fast-fashion is young people who target fashionable and affordable fast-fashion clothing. This is a group of people who understand design, follow global trends, and constantly pursue the latest uniqueness and style. Fast and affordable trendy fashion can update the style of consumer clothes.

### 2.4. Social Media Marketing

With the rapid development of technology has an influence on public interest in using social media as a means of communication. Kaplan and Haenlein (2014) define social media as a set of Internet-based and Web 2.0-based applications that can exchange and create user-generated content. Another definition was expressed by Kotler and Keller (2016) that social media as a medium used by consumers to share information such as text, images, video or sound. According to Brogan (2010) social media is a new set of communication and collaboration tools that allow many types of interactions that previously could not be used by ordinary people. Based on some of these definitions, it can be concluded that social media is a group of internet-based applications that enable its users to be able to communicate with each other and exchange information in the form of text, images, video, and voice quickly.

Modern organizations make efforts to increase customer engagement at various points of contact between companies and customers, including in online and offline spaces. Social media are used as media for companies and businesses to interact and engage with consumers and customers (Ananda et al., 2019; Hollebeek et al., 2019). Engagement can be simply defined as two-way feedback or communication (Hollebeek et al., 2016). Companies, from business-to-business (B2B) to business-to-consumer (B2C), use social media nowadays as part of their marketing strategy tools where they conduct various marketing activities to engage their customers (e.g., Ananda et al. 2016; Buratti et al., 2018, Pantano et al., 2019).

### 2.5. Theoretical Framework

This study will use a theoretical framework on social media marketing activities based on the research of Ananda et al. (2019). The framework identifies a comprehensive range of social media marketing actions that commonly conducted by fashion brands. There are two main types of social media marketing actions (SMMA) which are: representation and engagement. Representation actions are basically marketing actions that are related with communication activities that aim to inform about brand and its products to customers and persuade customers to buy the products. Whereas engagement actions aim at encouraging consumer for content creating and collaboration. Thus, that the research framework can be concluded as in Table 1.

**Table 1.** Fashion brand social media marketing actions (Ananda et al., 2019)

Type of Action	Action	Code
Representation	Providing access to the brands' e-shop/e-commerce site	SMMA01
	Providing product promotion content (e.g. picture or videos about product)	SMMA02
	Providing upcoming product sneak-peeks	SMMA03
	Providing exclusive campaign previews	SMMA04
	Reporting or sharing posts of product launch, offline stores or other offline promotional events (e.g. live-streaming of fashion weeks)	SMMA05
	Providing content about the brand's expertise, values and culture	SMMA07
	Publishing customers' purchases (to encourage others)	SMMA08
	Publishing casual socialization content (e.g. greetings)	SMMA09
	Publishing promoted posts or ad-banners	SMMA10
	Providing content associated with the brand's culture and values not directly related to the brand's field of expertise	SMMA11
	Showcasing brand achievements, results, innovation, news or success stories	SMMA12

	Customer appreciation (e.g. thanking customers for the purchases)	SMMA13
	Sharing activities and news of retailers/business partners	SMMA14
	Posting content about brand profile and corporate information	SMMA15
	Offering free products or price discounts	SMMA16
Engagement	Posting content about personalities (e.g. celebrities) or influencers	SMMA06
	Encouraging customers to share their brand experiences	SMMA17
	Sharing personalities' or influencers' posts and endorsements of the brand and its products	SMMA18
	Giveaway promotions or contests (encourage winners to share their experiences on social media)	SMMA19

Social media platforms are changing the landscape of customer engagement in several ways. First, social media platforms can increase customer engagement behavior (CEB) visibility, helping organizations obtain, store, and analyze customer engagement data to provide better service offerings (Carlson et al., 2018). Meanwhile, interactions through face-to-face settings are intangible and temporary, and therefore, difficult to identify. However, engaged customers on social media leave their mark in real time so that organizations can be more effective and efficient in understanding their behaviors and attitudes, which are not only related to quantitative metrics, but also qualitative feedback on social media can be used to improve organizational services.

### 3. Elements of Research Design

This study presents empirical analysis of SMMA's conducted by a fast-fashion brand using a single case study methodology. The research strategy used is descriptive qualitative using content analysis method, with the aim of knowing the social media marketing activities conducted by fast-fashion fashion brands in the Indonesian market before and during the pandemic.

This research began by discovering the phenomenon of the use of the internet and social media for the marketing purposes of business entities including fashion brands and retailers. The next step is to conduct a library review to understand the theories that can be used as reference and adopted. After data collection, the data cleaning process is carried out to eliminate data containing noise and irrelevant data so that clean data is ready for further processing. After obtaining the findings and conducting discussions, researchers can formulate conclusions objectively than previously obtained.

Qualitative methods were chosen for this study because researchers want to gain a deep understanding of why phenomena can happen, what affects them, and how people feel about the phenomenon that occurs (Sekaran & Bougie, 2016). This research is a descriptive research, where research is conducted to describe factors or variables regardless of the relationship or influence between these factors or variables. The unit of analysis of the study is fashion brand.

### 4. The Case's Background and Methods Description

Uniqlo is a Japanese based company offering casual clothings for anyone It is a fast-fashion brand and retailer. Since the unit of analysis of the study is a fashion brand, then population of the study is the Uniqlo Indonesia social media brand community on Instagram (@uniqloindonesia) which is an official account created and maintained by Uniqlo Indonesia. Sampling technique in this study is purposive sampling. The samples in this study are Instagram posts of Uniqlo Indonesia uploaded during August 2019 (before Covid-19 pandemic) and during August 2020 (the time of Covid-19 pandemic). Hence, this research is a longitudinal research. These samples were used taking into account that August 2020 is the month where the pandemic has started for around 6 months since the first Covid-19 case arose in Indonesia.

Based on the level of researchers' involvement, researchers do not conduct any form of intervention or manipulation of the data obtained in the study. According to Sekaran and Bougie (2016) a study when the researchers were not involved in the functioning of the system so that the flow of events went normally, then the study had minimal intervention. This study is included in the study that did not intervene data because the data obtained from the social media content posted by the brand of the case.

The rapidly increasing amount of social media information and consumer views has considerable effects on businesses. Thus, researchers have developed sophisticated tools for topic modeling and document clustering as well as text mining tools (Lai & To, 2015). Content analysis is “any technique for making inferences by objectively and systematically identifying specified characteristics of messages” [Holsti, 1969, p. 14]. As a research method, content analysis may have several benefits (Lai & To, 2015). First, it provides profound insight into a situation which is not limited by existing viewpoints or methodologies, thus allowing new theories on the topic to be discovered. Second, content analysis is highly effective when applicable models, which serve as a basis for quantitative research projects, are unavailable. Content analysis has been used in social media marketing studies recently, whether it is related with the study of organizational strategies or consumer behavior (e.g., Agustini, 2017; Denecke & Nejd, 2009; Lai & To, 2015; Loureiro et al., 2019; Shell and Bissell, 2013; Stepchenkova & Zhan, 2013). The samples of Instagram posts of Uniqlo are analyzed using content analysis method to categorize the content according to the types of its SMMA based on Table 1.

**5. Results**

**5.1. Content Analysis Results**

The research data was conducted by collecting Uniqlo Indonesia post content on their social media brand community on Instagram with a period of time before and during the pandemic (August 2019 and August 2020). Data collection is done through scraping process using WebHarvy and Phantombuster softwares.

The entire research data is presented in Table 2. The next process is to clean the data from content that is not relevant to the purpose of research so that the results of the research are not biased. Thus, such irrelevant data or noise must be removed. Each post can be categorized to more than one type of SMMA, with the intercoder judgment agreement. Table 3 is the breakdown of the details of SMMA of Uniqlo during August 2019 and August 2020.

**Tabel 2.** Research Data

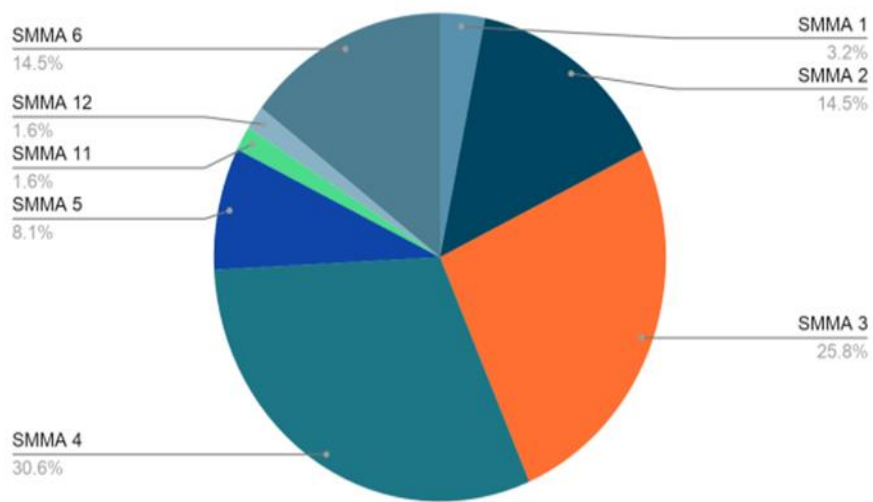
Months	Instagram Data	
	Number of posts	Number of comments
August 2019	38	8464
August 2020	62	6731
<b>Total</b>	<b>100</b>	<b>15.195</b>

**Tabel 3.** Result summary of SMMA Content Analysis

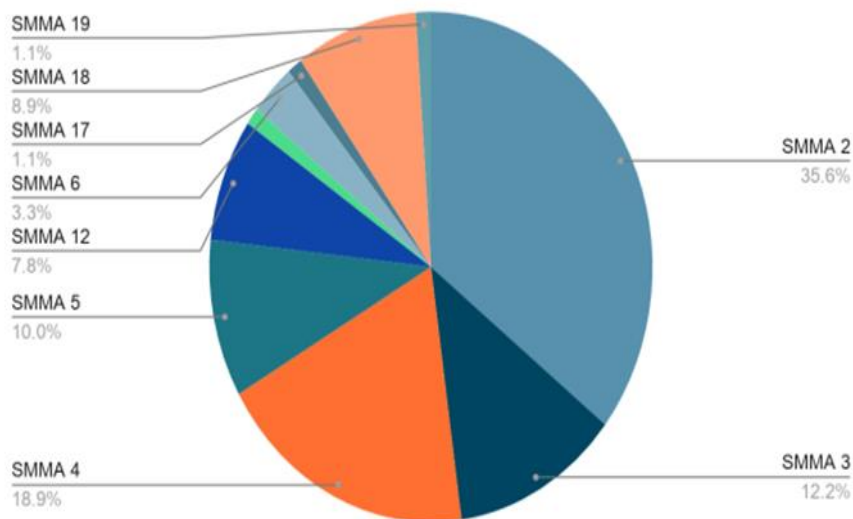
Type of SMMA	Instagram			
	2019		2020	
	Number of posts	%	Number of posts	%
SMMA1	2	3.2%	0	0.0%
SMMA2	9	14.5%	32	35.6%
SMMA3	16	25.8%	11	12.2%
SMMA4	19	30.6%	17	18.9%
SMMA5	5	8.1%	9	10.0%
SMMA6	9	14.5%	3	3.3%
SMMA7	0	0.0%	0	0.0%
SMMA8	0	0.0%	0	0.0%
SMMA9	0	0.0%	0	0.0%
SMMA10	0	0.0%	0	0.0%
SMMA11	1	1.6%	0	0.0%

SMMA12	1	1.6%	7	7.8%
SMMA13	0	0.0%	0	0.0%
SMMA14	0	0.0%	0	0.0%
SMMA15	0	0.0%	0	0.0%
SMMA16	0	0.0%	1	1.1%
SMMA17	0	0.0%	1	1.1%
SMMA18	0	0.0%	8	8.9%
SMMA9	0	0.0%	1	1.1%

Based on content analysis through word cloud generated visualizations as shown below. Content analysis in the form of word cloud is done based on each SMMA category, it aims to gain broader and in-depth insights related to marketing activities conducted by Uniqlo on Instagram social media. Picture 1 and Picture 2 give the summary of the distribution of the SMMA of Uniqlo Indonesia in August 2019 and August 2020 respectively.



Picture 1. SMMA categorization of Uniqlo Indonesia on Instagram in August 2019

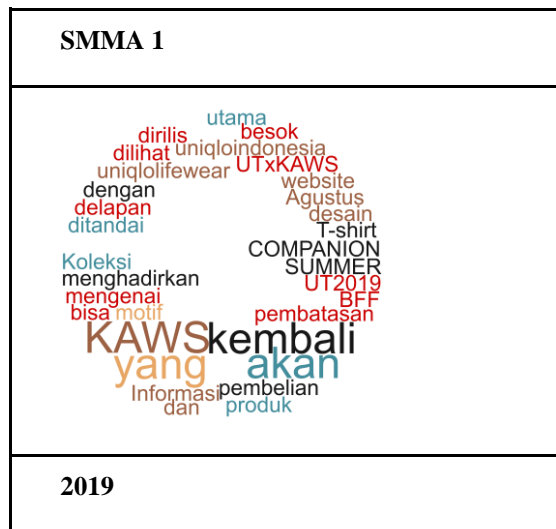


Picture 2. SMMA categorization of Uniqlo Indonesia on Instagram in August 2020

## 5.2. Discussion of Results

### 5.2.1. SMMA 1

The appearance of the word in this cloud word is based on content in the form of feeds posted by @UniqloIndonesia account in August 2019 where the feed has been categorized into SMMA 1 before. With wordcloud, it can be identified the most talked about term or word presented through the size of the term or word. The larger the size of the term or word, then the term or word becomes a highlight word that is often called or talked about. To clarify the discussion of the wordcloud visualization, there is a table containing wordlists containing terms or words that have a dominant appearance in the category SMMA 1. The wordlist contains the appearance of words based on feed-post in SMMA category 1 in August 2019. The appearance of the word in August 2019 talks about the UT KAWS Summer collection that will be re-released in August by presenting 8 T-shirt designs with KAWS motifs "COMPANION" and "BFF".



5.2.2. SMMA 2



2019



2020

Next is the visualization of cloud word based content in the form of feeds posted by @UniqloIndonesia accounts in August 2019 and August 2020 where the posts have been categorized into SMMA 2.





The wordcloud and wordlist visualization results contain the appearance of words based on feeds in the SMMA 3 category during August 2019 and August 2020. The appearance of the word in August 2019 discussed the re-release of the UT KAWS collection in August 2019, as well as information on women's collection product items INES DE LA FRESSANCE and HANA TAJIMA FOR UNIQLO. This is represented by the appearance of the words 'ut2019', 'back', 'collection', 'august' in the wordlist table. While the feed posted during August 2020 contains information about UT Fortnite product items, Hana Tajima For UNIQLO Fall/Winter 2020, product items that collaborate with public figures such as Lala Karmela, Isyana Sarasvati, and Rendy Pandugo, as well as launching new product items at Pondok Indah Mall. This is represented by the appearance of the words 'fortnite', 'toko', 'indah', 'mall', 'collection', and 'ut2020'.

5.2.4. SMMA 4

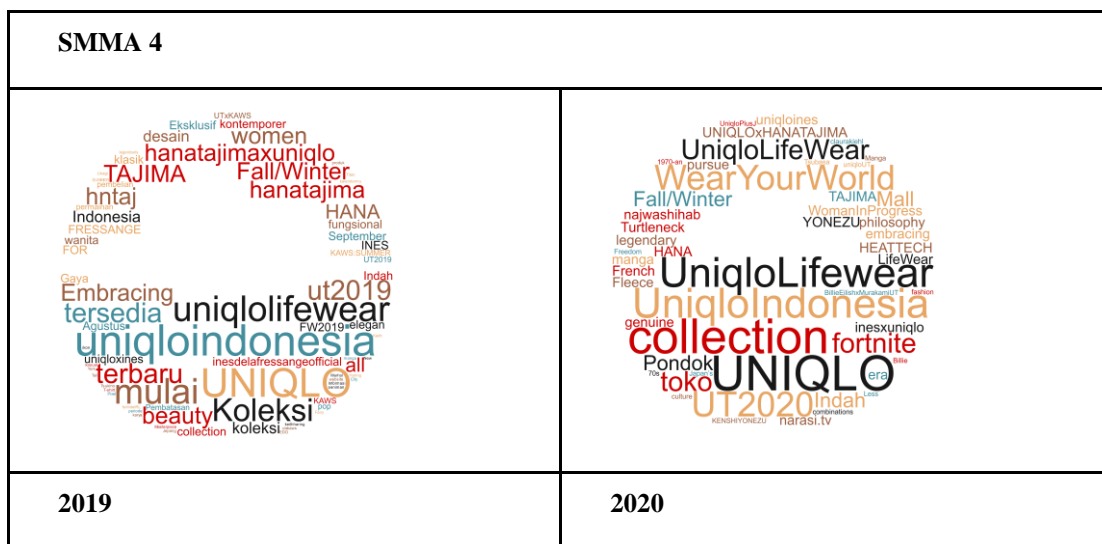


2019



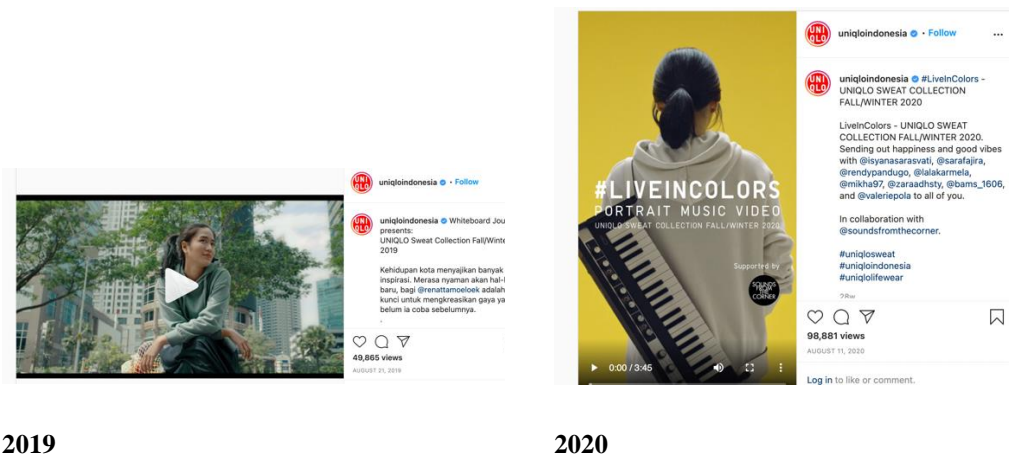
2020

Next is wordcloud visualization based on content in the form of feeds posted by @UniqloIndonesia accounts in August 2019 and August 2020 where the feed has been categorized into SMMA 4.



The wordcloud and wordlist visualization results contain the appearance of words based on feeds in SMMA 4 category during August 2019 and August 2020. The feed posted during August 2019 contains information on product items especially for women's collections. In addition, the feed posted during August 2020 contains uniqlo's latest collections such as INES DE LA FRESSANGE, manga series, Kenshi Yonezu, HANA TAJIMAxUNIQLO, and others.

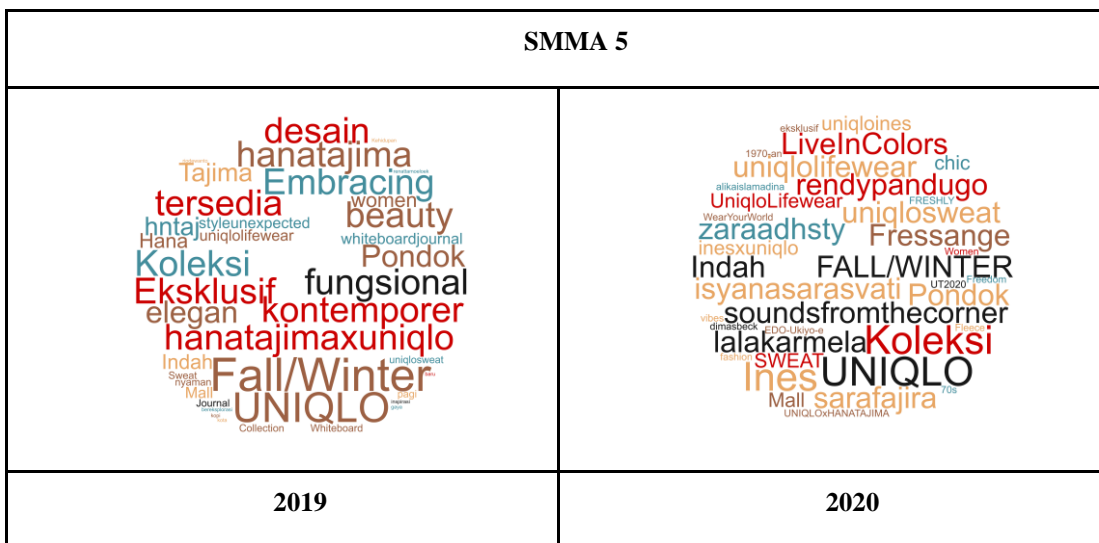
5.2.5. SMMA 5



2019

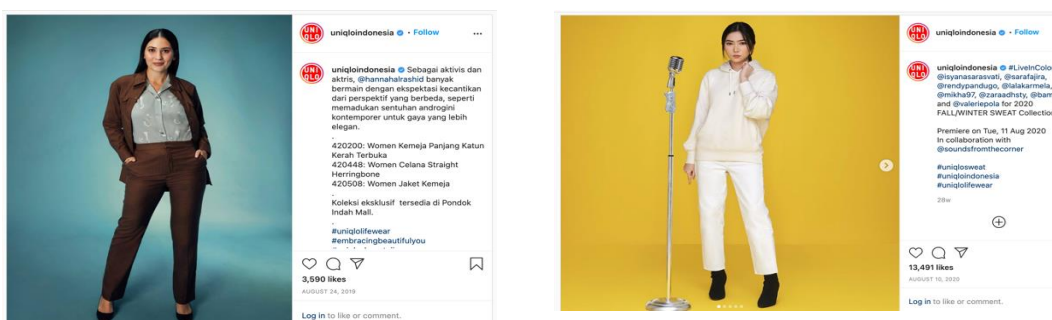
2020

Next is wordcloud visualization based on content in the form of feeds posted by @UniqloIndonesia accounts in August 2019 and August 2020 where the feed has been categorized into SMMA 5.



The wordcloud and wordlist visualization results contain the appearance of words based on feeds in the SMMA 5 category during August 2019 and August 2020. The appearance of the word in the wordlist table during August 2019 is an overview of the contents of the feed post at that time containing information on the Uniqlo Sweat Collection Fall/Winter collection and the Fall/Winter Hana Tajima collection. While in August 2020, the appearance of the word in the wordlist represents a feed post at that time that contains information on several collections, especially LiveInColors in collaboration with several public figures namely Isyana Sarasvati, Sara Fajira, Lala Karmela, Rendy Pandugo, and others.

5.2.6. SMMA 6



2019

2020

Next is wordcloud visualization based on content in the form of feeds posted by @UniqloIndonesia accounts in August 2019 and August 2020 where the feed has been categorized into SMMA 6.

SMMA 6	
2019	2020

Wordcloud visualization results contain the appearance of words based on feeds in SMMA category 6 during August 2019 and August 2020. The appearance of the word in the wordlist table during August 2019 is an overview of the contents of the feed post at that time that contains style recommendations from some public female figures in matching Uniqlo product items. Therefore, the results of wordcloud visualization show that the word 'women' has the highest intensity. Meanwhile, for the appearance of the word in August 2020 represents a feed post in that period contains information about UNIQLO collaboration with @soundfromthecorner for fall/winter product collection along with some famous singers.

5.2.7. SMMA 11



2019

Next is wordcloud visualization based on content in the form of feeds posted by @UniqloIndonesia account in August 2019 where the feed has been categorized into SMMA 11.



<b>2019</b>	<b>2020</b>
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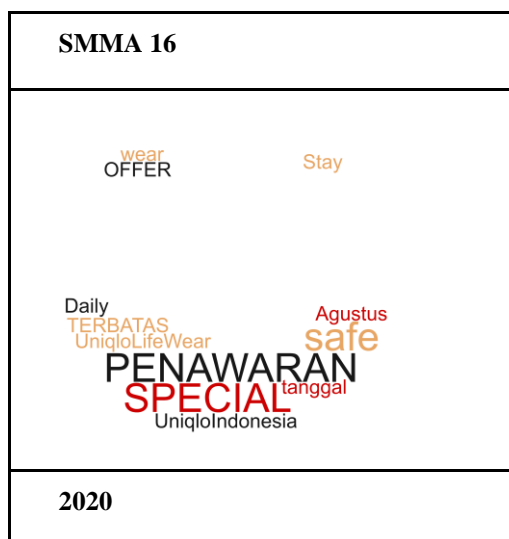
The wordlist contains the appearance of feed-based words in the SMMA 12 category in August 2019 and August 2020. The appearance of the word in August 2019 discussed Uniqlo's collaboration with UN women with the aim of empowering women in the clothing industry. The intensity of word appearance in wordcloud and wordlist during August 2019 has a low number because the feeds posted at that time are limited. As for the appearance of the word on wordcloud and wordlist during August 2020 represents a feed post containing AIRism product information and the use of UV protection technology on Uniqlo product items.

**5.2.9. SMMA 16**



**2020**

Next is wordcloud visualization based on content in the form of feeds posted by @UniqloIndonesia account in August 2020 where the feed has been categorized into SMMA 16.



The appearance of the word in August 2020 talks about special offer information for certain product items in the period 7-13 August 2020. The appearance of the word during August 2020 also has a low intensity, this is because the number of feeds posted in that time range categorized in SMMA 16 is limited.

**5.2.10. SMMA 17**



2020

Next is wordcloud visualization based on content in the form of feeds posted by @UniqloIndonesia account in August 2020 where the feed has been categorized into SMMA 17.

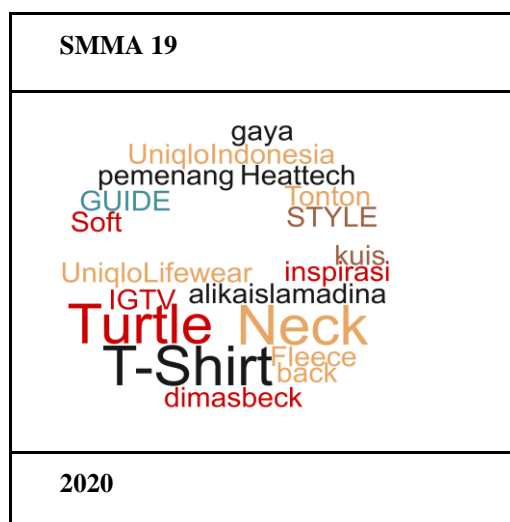


The appearance of the word in August 2020 talks about virtual marathon information where Daniel Mananta underwent a routine exercise of 42.195km. The appearance of the word during August 2020 also has a low intensity, this is because the number of feeds posted in that time range categorized in SMMA 17 is small.

5.2.11. SMMA 18







The appearance of the word in August 2020 talked about information about the reference to the use of UNIQLO products with @svastiari, @dimasbeck, and @alikaIslamadina as Key Opinion Leader. The appearance of the word during August 2020 also has a low intensity, this is because the number of feeds posted in that time span that are categorized on SMMA 19 is small.

## 6. Conclusion and Implications

This research is part of studies to understand the recent phenomenon of how businesses and retailers are moving online to cope with the changes of consumer behavior since the Covid-19 pandemic. Using a single case study, i.e. Uniqlo Indonesia, with content analysis method, this research investigates how a fast-fashion retailer in Indonesian market conducts its social media marketing activities (SMMA) before and during the pandemic.

On Instagram, Uniqlo Indonesia does quite a lot variety of SMMA. Before the pandemic and during the pandemic, we can conclude that there are some similarities as well as differences in the patterns of social media marketing strategies carried out by Uniqlo Indonesia.

In terms of similarity, in majority, the SMMA conducted by Uniqlo Indonesia is mainly categorized as representation actions, both before the pandemic and during the pandemic. It is apparent that Uniqlo Indonesia has been focusing on SMMA that are related with giving information about the brand and product, attracting, and persuading consumers to buy their products. It implies that the marketing objectives are mainly related with promotional and sales activities. Uniqlo Indonesia is yet to implement more engagement actions, which are aiming at involving consumers actively to create content and to participate in the marketing activities together with the brand.

If we look at Uniqlo Indonesia's brand community on Instagram, during the pandemic, Uniqlo Indonesia has been conducted its SMMA more intense during the pandemic with a slightly more variety of SMMA than before the pandemic. Before the pandemic, Uniqlo Indonesia did a lot SMMA on provisioning campaign previews (SMMA4), upcoming product sneaks (SMMA3), providing product promotional content (SMMA2) and posting content about personalities (eg celebrities) or influencers (SMMA6). Whereas during the pandemic, the types of SMMA Uniqlo Indonesia carries out the most are providing product promotional content (SMMA2), upcoming product sneak-peeks (SMMA3), provides excluding campaign previews (SMMA4), reporting or sharing product launch posts, offline shops or other offline promotional events (SMMA5) and sharing posts of personalities or influencers and their brand and product endorsements (SMMA 18). It is also apparent that during the pandemic, the SMMA2 which is related with product promotional activities such as advertisement and photo product is increasing in the number of actions which is around doubled than the same period before the pandemic.

It is apparent from the results, that during the pandemic, Uniqlo Indonesia is intensively promoting itself through the digital platform such as the social media. It is plausible that Uniqlo Indonesia conducts these activities because it is targeting consumers that are going online during the pandemic. Since everybody is relatively still reluctant in shopping offline, Uniqlo Indonesia changes its approaches by gearing towards online promotional activities.

This research has theoretical implication in the sense that it gives initial empirical evidence on how a fast-fashion brand or retailer may conduct its social media marketing strategies and actions during a global pandemic



such as the Covid-19 pandemic. It also gives insight on how to assess and implement strategic marketing actions on different social media platforms.

From managerial perspective, the study gives initial guidance on how possibly a fast-fashion brand or retailer conducts and adjusts its social media marketing strategies and implement them into various actions on social media when there are changes in consumer behavior. This research also implies the needs for fast-fashion managers to conduct more marketing actions on social media that encourage consumers for cocreation and collaboration. Because, this may lead to more consumer engagement. Engaged customers not only form positive attitudes and demonstrate repetitive purchasing behavior, but can also become ambassadors of a brand, or even create shared value with the organization (Brodie et al., 2013; Hollebeek et al., 2019). Recent studies have found that customer engagement contributes to the process of co-creation of value, market performance of new products, customer relationships and satisfaction, customer lifetime value, and overall value of the company (Jaakkola and Alexander, 2014; Kumar et al., 2018; Kumar and Pansari, 2016; Verhoef et al., 2010).

Despite the contributions, this research has several gaps that can be bridged by future studies. First, this study's setting is Indonesia, an emerging market with one of biggest social media population in the world. However, future research can compare an emerging market case with a developed market case in the patterns of SMMAs conducted by fast-fashion retailers. Second, this study only focuses on Instagram. Although Instagram is one of main social media platforms used by fashion industry, but future research can study and compare the SMMAs of fast-fashion brand on other major social media platforms. Third, since the Covid-19 pandemic is still ongoing and moving into second year, samples from later periods can be considered to get a more holistic view of the SMMAs implemented by fast-fashion brands and retailers.

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